

**7 - Managing Performance** - Taking responsibility for one’s own or one’s employees’ performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

	<b>Basic</b>	<b>Proficient</b>	<b>Advanced</b>
<b>Professional/ Specialist</b>	<ul style="list-style-type: none"> <li>• With his/her manager, sets goals that are realistic but challenging</li> <li>• With his/her manager, clarifies general expectations</li> <li>• Obtains the information, resources, and training needed to accomplish his/her work effectively</li> <li>• Is reluctant to notify his/her manager about any problems that affect his/her ability to accomplish planned goals</li> <li>• Occasionally seeks performance feedback from his/her manager</li> <li>• Prepares a personal development plan with general goals</li> <li>• Seeks to develop skills needed for effectiveness in current job</li> </ul>	<ul style="list-style-type: none"> <li>• With his/her manager, sets specific, measurable goals that are realistic but challenging, with dates for accomplishment</li> <li>• With his/her manager, clarifies expectations about what will be done and how</li> <li>• Enlists his/her manager’s support in obtaining the information, resources, and training needed to accomplish his/her work effectively</li> <li>• Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals</li> <li>• Seeks performance feedback from his/her manager and from others with whom he/she interacts on the job</li> <li>• Prepares a personal development plan with specific goals and a timeline for their accomplishment</li> <li>• Takes significant action to develop skills needed for effectiveness in current or future job</li> </ul>	<ul style="list-style-type: none"> <li>• With his/her manager, sets specific, measurable goals that are realistic but challenging, with key milestones and dates for accomplishment</li> <li>• With his/her manager, clarifies expectations about what will be done, how, and when</li> <li>• Enlists his/her manager’s direction and support in obtaining the information, resources, and training needed to accomplish his/her work effectively; keeps manager informed of their value and effectiveness</li> <li>• Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals; suggests actions to deal with problems</li> <li>• Regularly seeks specific performance feedback from his/her manager and from others with whom he/she interacts on the job</li> <li>• Prepares a personal development plan with specific goals and a timeline for their accomplishment; obtains input and feedback from manager</li> <li>• Takes significant action to develop skills needed for effectiveness in current or future job; obtains input, coaching, and feedback from manager</li> </ul>

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	<b>Basic</b>	<b>Proficient</b>	<b>Advanced</b>
<b>Supervisor/ Manager</b>	<ul style="list-style-type: none"> <li>• Ensures that employees have goals</li> <li>• Sets and communicates performance standards</li> <li>• Encourages employees in their efforts to achieve job goals</li> <li>• Strives to stay informed about employees' programs and performance through formal methods (e.g., status reports)</li> <li>• Provides performance feedback, as soon as possible after an event</li> <li>• Deals with performance problems; lets people know what is expected of them</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that employees have clear goals and responsibilities</li> <li>• Works with employees to set and communicate performance standards that are specific and measurable</li> <li>• Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer)</li> <li>• Keeps informed about employees' programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around)</li> <li>• Provides specific performance feedback, both positive and corrective, as soon as possible after an event</li> <li>• Deals firmly and promptly with performance problems; lets people know what is expected of them and when</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them</li> <li>• Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured</li> <li>• Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals</li> <li>• Regularly tracks progress of employees' programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around); anticipates and deals with issues in a proactive manner</li> <li>• Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance</li> <li>• Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance</li> </ul>

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	<b>Basic</b>	<b>Proficient</b>	<b>Advanced</b>
<b>Director/ Executive</b>	<ul style="list-style-type: none"> <li>• Ensures that employees have clear goals and responsibilities</li> <li>• Works with employees to set and communicate performance standards that are specific and measurable</li> <li>• Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer)</li> <li>• Keeps informed about employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around)</li> <li>• Provides specific performance feedback, both positive and corrective, as soon as possible after an event</li> <li>• Deals firmly and promptly with performance problems; lets people know what is expected of them and when</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them</li> <li>• Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured</li> <li>• Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals</li> <li>• Regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner</li> <li>• Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance</li> <li>• Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance</li> </ul>	<ul style="list-style-type: none"> <li>• Champions the need in the organization to ensure that all employees have clear and measurable goals and responsibilities; works to ensure all employees know what is expected of them</li> <li>• Demonstrates a passion for working with employees to set and communicate performance standards that are specific and measurable; ensures employees clearly understand how their performance will be will be measured</li> <li>• Helps other leaders to coach employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals</li> <li>• Creates a culture that regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner</li> <li>• Drives self/organization to provide specific performance feedback, both positive and corrective, as soon as possible after an event; coaches other leaders on how to improve employee performance</li> <li>• Is well known in the organization for anticipating and dealing firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance</li> </ul>